

KSS Darzi Fellowship in Clinical Leadership

Frequently Asked Questions

What is a Darzi Fellowship?

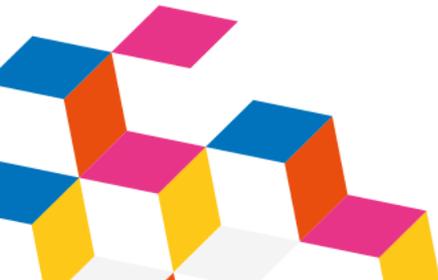
They are yearlong fellowships in Clinical Leadership. Fellows are supported by a bespoke leadership development programme leading to a formal qualification (PG Cert) in Healthcare Leadership through London South Bank University (LSBU) - a brochure for the current course is attached here for your information. The programme is full-time for one year, and whilst in post Fellows are expected to undertake one main project (with a focus this year on service transformation projects that prepare for the roll out of new models of care), any additional projects required by their sponsor, and to spread their learning as clinical leaders as widely and effectively as possible. This work and the development programme feed into each other, and through this double-loop process Fellows will learn about change implementation and management across organisational boundaries within a local health economy.

What sort of person is this targeted at?

The Darzi Fellowships are intended to help established clinicians make the leap into systems leadership. Whilst there are no hard and fast rules on who would make an 'ideal' Darzi Fellow typically this programme suits emerging leaders, so medics at the ST4/5 level and nurses and AHPs around the Band 6/7 level with a few year's clinical experience behind them. You may already be aware of individuals within your organisation in whom you can see the potential of a leader of the future. We would be grateful if you could promote this opportunity within your organisations, this really is a fantastic opportunity but it is still fairly new to the region and so anything that you can do to support spreading the word will help to make this a really worthwhile programme for KSS. If any of your colleagues would like further information or want to talk through the Fellowship please pass on the contact details above.

What professions can apply?

The expectation is that our cohort of Fellows will be multi-professional. Our first 2 cohorts, like the London Darzi Fellowships, comprised a rich mix of doctors, qualified nurses, midwives, allied health professionals, paramedics, dentists, pharmacists and healthcare scientists.



What should a project look like?

Many of the key challenges we face in Health and Social care fit the definition of 'wicked problems' (Rittel & Webber, 1973) in that:

- It is difficult to definitively formulate the problem as there's usually many opposing agendas (and views of the problem) involved – so you only really understand the problem once you've tried a solution
- They have no stopping rule
- Solutions are not right or wrong and often you have to try, fail and try again (hopefully failing better next time)
- You can't test ahead whether the solution will work and it's a one-shot chance as the solution will fundamentally change the problem
- Every wicked problem is unique (so you can't just use something that seemed to work somewhere else) and is likely a symptom of another problem
- There's a huge amount riding on getting it right

Because 'wicked problems' are so tricky to formulate, measure and tackle, it's often easier to try to tackle them as 'tame' problems which often doesn't hit the mark. But we know that understanding how the system works, bringing people together across the system, using the best available evidence and coproducing the solutions with those most involved in or affected by the problem does help to produce sustainable and transformational ways forward.

The ideal Darzi Fellow project enables the fellow to take on a challenge through which they can learn and test out the skills they will need to tackle the key issues in health and care in their future careers. Key to this is the support system available to them within their organisation.

Overall we want our Darzi Fellows to come out the other side not just able to 'do things better' – we want them to 'do better things'. Equally the Fellowships aren't solely about project management (though this is of course a very valuable skill) – we want to develop the Fellows to be able to start to tackle wicked problems. Consequently the best Darzi Fellow projects are those that present a problem as opposed to projects about managing through the implementation of a pre-existing solution. This year we will be shortlisting projects based on the following criteria that the project:

- Involves System Change
- Presents a Wicked Problem
- Involves Multiple Stakeholders
- Makes a Difference to Citizens (ideally involving coproduction)
- Enables the Fellow to Lead
- Open to Flexibility)

How much of their time will be spent working on their project?

It is envisaged that Fellows will spend around 50% of their time working on their project within their host organisation and around 50% undertaking development activities.

What is the role of the Sponsor?

Key to this process is the role of the sponsor: typically an Executive or Clinical Director Fellows will work with in their work-based projects, to lead the development of service changes that are part of the organisation's forward programme. Please see the 'Sponsor' section in the brochure provided for more information.

How does the funding work?

We all recognise that resources are at a premium across the system and this also impacts on funding for the Darzi Fellowship programme. We have now successfully run 2 cohorts of KSS Fellows where we strived to meet most of the costs of the Fellows in order to establish the Fellowship within our health economy. However this year we have a fixed budget that will not enable this level of funding so we will be asking within this application for potential sponsors to consider what level of funding they require from HEE. We have included some notes on the cost of a Fellow at the back of the Sponsor application pack to support you in your planning – if you have any queries about this and would like to discuss this further please contact Dave Hearn at David.hearn@hee.nhs.uk

When will this happen? What's the timescale?

The HEE local team is leading on the programme and are supported in this by the KSS Academic Health Science Network (AHSN), our KSS Leadership Collaborative and LSBU. Fellowship numbers are limited to 28 in total and the timeline to the commencement of the LSBU programme in April is tight.

We would envisage:

- The system will be asked to submit applications to host a fellow in Sept/Oct 2018
- Confirmation of which organisations/projects have been shortlisted will be published in
- Applications for fellowships will be opened between 5th & 30th November 2018
- We will be hosting a Sponsors and potential Fellows engagement event on the 19th November 2018 for sponsors, potential applicants and anyone interested in the programme
- We will be shortlisting applicants and then hosting an assessment centres on the 6th, 10th & 11th December to select the cohort of fellows
- Fellows will start in post with their host organisations in late March/early April 2019
- Successful applicants will be supported to liaise with potential sponsors in December in order to match Fellows to projects
- Course commences in April 19

If you have a project that you think fits or have any other queries please contact Dave Hearn at david.hearn@hee.nhs.uk or on 07885 202 440.